

# THE SENTINEL



OFFICIAL SAFETY NEWSLETTER OF CIVIL AIR PATROL

## What's a Safety Culture?

Your safety team has mentioned "safety culture" many times over the last several years in previous Sentinel articles. As we move forward we will discuss safety culture and how to apply it to your relationship with the Civil Air Patrol. According to work done by the Transport of Canada a good gage of safety culture is "how we do things around here." A safety culture may be slow to mature, but with leadership support, it can be accomplished. So what is a safety culture and how can you implement such as concept?

First is to educate the CAP membership to understand the hazards and risk involved in our operations and task responsibilities. As this process is learned and understood the cadet or officer will need to work continuously using Operational Risk Management (ORM) to identify and overcome the threats to safety. This can be done as an individual and as a team depending on the operation at hand.

Safety culture must have no tolerance of willful violations of the regulations or policies of the Civil Air Patrol. Errors must be understood and the membership knows and agrees on what is acceptable and what is unacceptable. Another way to think about this challenge to the safety culture can be termed "Procedural Intentional Non-Compliance" (PINC). This is simply rule-breaking and once you start deviating from the rules you are twice as likely to be involved in an accident. In a proactive safety culture we are encouraged to voice safety concerns and when safety concerns are reported they have to be analyzed and appropriate action is to be taken. There should be recognition for those members who bring safety concerns to the CAP leadership, at any level; and that leadership would experience a high probability of success in our safety culture by keeping the absence of peer pressure to the members voicing their issues of safety concerns. This is challenging in an organization that recognizes a structure with rank, but when it comes to safety, rank must be put aside.

Developing a safety culture in your unit should be looked at as a learning culture. You as the membership are encouraged to develop and apply your own skills and knowledge to enhance organizational safety. The leadership of CAP



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should be updating the membership on safety issues. A very big element of a successful safety culture is the use of safety reports that are made available to the membership so everyone learns the lessons. This is accomplished on all levels in the CAP from Squadron leadership, Group, Wing, and the National Headquarters.

How do we in Civil Air Patrol encourage a positive safety culture? It starts with leadership practicing what it preaches regarding safety and to allocate adequate resources to maintain an operation that is efficient and safe. It is also leadership's responsibility to acknowledge safety concerns and suggestions. The membership deserves to receive feedback on decisions in a successful safety culture, even if the decision is to do nothing. All actions should be explained with clear and concise timely feedback. Communication and education are extremely important for successful safety results.

Col Lyle E. Letteer, CAP  
National Safety Officer

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## **Does This Sound Familiar?**

There you are stopped at the traffic lights pending a longer than normal delay when you get distracted. Busy dealing with the distraction (most likely looking down) you don't notice the subtle signs of movement, and before you know it you've drifted forward a few inches, maybe even a foot or two. You get a sudden rush of blood that terrifies you with the thought that had there been a vehicle in front, it would have been an embarrassing nudge on both fenders and your pride.

You've just finished your engine run-up at the hold short line and all looks good. You then look down to review the; checklist, charts, nav log, departure plate etc. Just then out of your peripheral vision you notice movement. SHOCK! Again a sudden rush of dread ripples through your body as you realize that following the run up, you had relaxed the brake pressure on the toe brakes ever so slightly, and the remaining power had smoothly carried you forward.

I cringe when a pilot taxis right up to the hold short line. It was only recently that a newly minted private pilot called me to say that the above example happened to him at a controlled airport. Thankfully because he had left ample room from the "hold short line", no runway incursion was caused – but a lesson learned.

I had my brush with a creeping aircraft. Mine occurred a few years back while "parked" on a dimly lit ramp on a very dark night. With my passengers loaded, I was reviewing the airport taxi diagram when my faithful twin crept forward under idle power AND against the parking brake. My lesson well and truly learned that evening.

The solution:

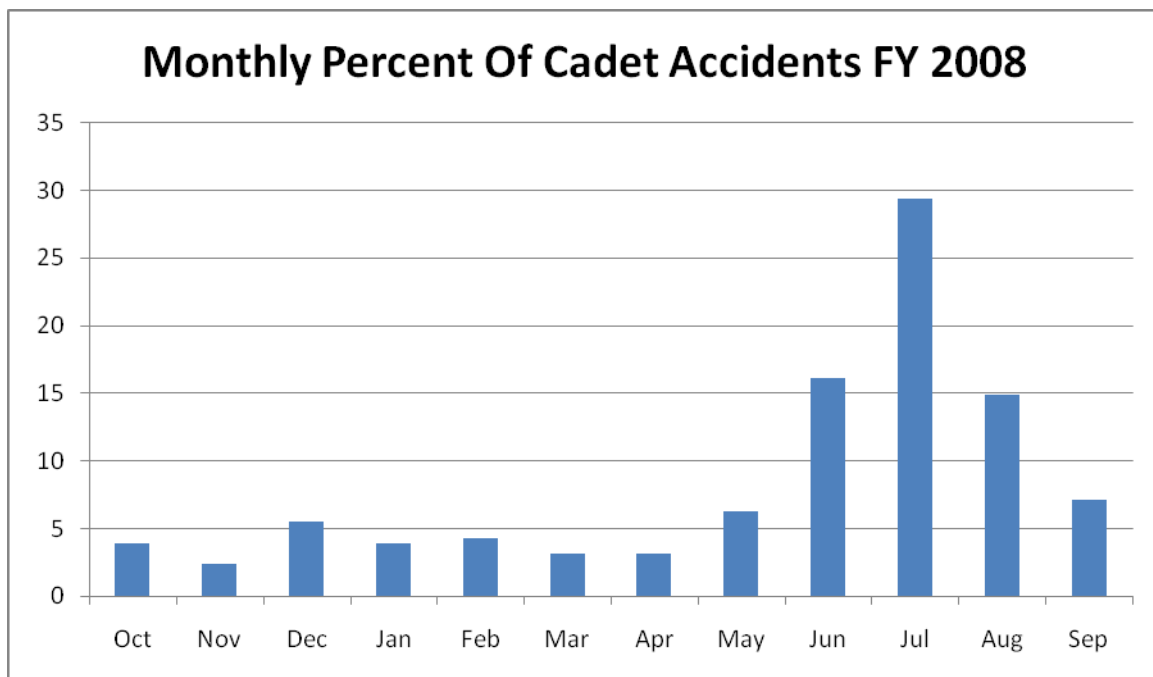
Always keep a set of eyes outside to maintain situational awareness. Utilize your crew to help – for both a vehicle and aircraft. If you are on your own consider placing your vehicle in “park” when faced with an extended wait. Leave ample room from the solid hold short lines. Recognize the high risk phases of flight/driving and minimize multi-tasking during those times. Never let your guard down, and never trust your parking brake!

Capt Mallory D. “Mal” Woodcock, CAP  
Mississippi Wing Safety Officer

### **Can Summer Encampments and Activities Be Hazardous to Our Cadets?**

As wings plan for summer encampments and cadet activities, please be aware that cadet accidents increase drastically during the summer. Since a majority of cadet activities occur during the summer months, it is no surprise that during CAP’s Fiscal Year 2008 over 60% of reported cadet injuries occurred in June, July and August.

This chart breaks down the total cadet accidents reported on Forms 78 for FY08 into monthly percentages.



Some of the reasons given for these accidents are:

- Locked knees in formation, fell out
- Tent collapsed
- Fell out of bunk

- Tripped and sprained ankle and broke collarbone during PT, sprained wrist during volleyball
- Reinjured a previous injury
- Blisters from poorly fitted boots
- Dust in eye from helicopter
- Allergic reaction to grass, weeds, insect bites
- Dehydration
- Homesickness, stress anxiety

Numerous instances reported last summer involved sprained ankles, broken bones, and torn ligaments while participating in marching, sports and PT. During encampments it is important to realize all cadets, even those with same rank, may not be equals in physical fitness. Do you have a program and provisions for cadets attending the encampment that are assigned to Category II, III or IV in the Cadet Physical Fitness Program? Be sure to include a warm-up and cool-down session for all physical activities. You and your staff should reread and reference CAPP 52-18, *Cadet Physical Fitness Program*. Pay special attention to Chapter 4, Fitness Training, and Attachment 2, Safety Guidelines for Hot Environments. It is available at [http://members.gocivilairpatrol.com/media/cms/P052\\_018\\_501C183A14D19.pdf](http://members.gocivilairpatrol.com/media/cms/P052_018_501C183A14D19.pdf).

There were several instances of cadets being bitten by fire ants during last year's encampments, one while doing pushups over an ant hill. What could be some of the reasons this happened?

- The area was not adequately surveyed to include insect presence. You may consider having cadets do a line search over fields where activities will take place. Look for holes that might cause someone to trip, broken glass, and poison ivy plants. Another ground nesting insect to be aware of is yellow jackets.
- The cadet did not notice or recognize a fire ant mound. Include common insects, reptile, and other dangers that are indigenous to the area in your safety briefs to the cadets and senior members. Include pictures of each.
- The cadet did not say anything for fear of reprimand or punishment. Do your cadet and senior member staffs instill a culture of obey at all cost or are there procedures established for one to speak up if he/she sees an unsafe situation?

Encampment commanders should include accident/injury prevention in their staff training prior to the start of the encampment. Spend time touring the facility, talk with the base personnel, and get any special instructions or guidelines for special events that you are planning. Learn procedures for obstacle courses and firing ranges, be familiar with safety measures around the particular military equipment and aircraft you will come in contact with, and get instructions from the base and local phone numbers in case transportation to a medical facility is needed for an attendee.

Include cadet safety officers and NCOs on staff to assist the senior member safety officer. Use ORM to identify and mitigate unsafe equipment, situations and mindset both before and during the encampment.

Start planning today to ensure your wing encampment for 2009 is one of, if not the, safest you have conducted.

Lt Col Brenda Allison, CAP  
Asst National Safety Officer

## **New Aircraft Ground Handling Video Training: For Cadets and Officers**

Aircraft ground handling incidents continue to occur on a regular basis. On 30 March 2009 a memorandum from Maj Gen Courter states "CAP will now require all members who regularly come in contact with aircraft or supervise air operations to view a 13 minute aircraft ground handling training video and take a short test."

If you are a unit commander or currently qualified in these ES specialties you must complete the training by **30 September 2009**.

- All CAPF 5 Pilots (includes Tow Pilots, Glider Pilots, Transport Mission Pilots and SAR/DR Mission Pilots)
- Air Ops Branch Director (AOBD)
- Operations Section Chief (OSC)
- Mission Safety Officer (MSO)
- Incident Commander (IC)
- Mission Scanner (MS)
- Mission Observer (MO)
- ARCHER Operator (ARCHOPR)
- ARCHER Trac Technician (ARCHTRK)
- Flight Line Marshall (FLM)
- Flight Line Supervisor (FLS)

As of 29 April 2009 only 40% of CAP members required to take the training have done so.

The video is located on eServices. After logging in, look in the left column, CAP Utilities, and click on CAP Multimedia. Select Video Courses then select View Video from the pull-down menu on the right under Video Options.

Completion of the course will be recorded in your training record.

Cadets involved in orientation flights, glider wing runners, and flight training are encouraged to take the course.

Lt Col Brenda Allison, CAP  
Asst National Safety Officer

## Summary of Form 78 Accidents and Incidents for March 2009

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### Aircraft

Aircraft hit cabinet in hangar and damaged elevator  
Moving a cart damaged horizontal stabilizer tip cap  
Two ea Tail ring contacted runway on takeoff  
Right wing hit other aircraft while parking  
Right wing scraped hangar door  
Strong gust yawed aircraft and pushed right wing tip to ground  
Bird strike, small dent on top right portion of vertical stabilizer  
At preflight, ½ inch crack noted at rear edge of right elevator plastic fairing  
At preflight, noticed scratch on right wing top  
Tail wheel shimmy, departed runway  
Landed long, hit fence  
Unknown hangar rash left wing

### Vehicle

Nothing listed

### Bodily Injury

Nothing listed